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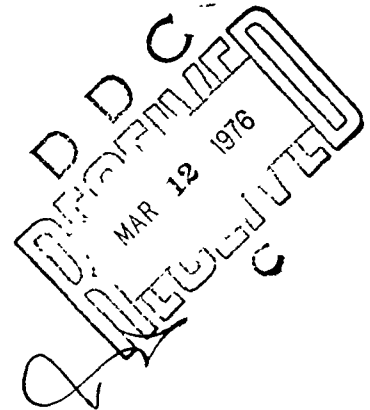
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10 OCTOBER 1975

ARMY ROTC RECRUITING

BY

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CORRESPONDING COURSE

US ARMY WAR COLLEGE, CARLISLE BARRACKS, PENNSYLVANIA



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recruiting target audience. Data was gathered through literature search, telephone interviews with ROTC personnel at DA, TRADOC, and the four ROTC Regions; and through personal experiences in secondary school recruiting and attitude research. Recommendations include: (1) Establishing a constant total enrollment goal of 60,000 and regulating officer production by controlling student advancement from MS-II to MS-III and contract status. This would aid in overcoming officer requirement project difficulties by reducing the forecast projection from four years to two years.. (2) Use of Reserve Component officers to identify ROTC prospects and provide more effective and comprehensive coverage of secondary schools.

USAWC ESSAY

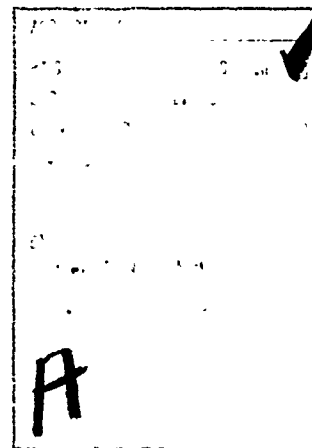
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Colonel Carroll S. Meek
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Carlisle Barracks, Pennsylvania
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ARMY ROTC RECRUITING

INTRODUCTION

Having served as PMS during the period 1970-74 in one of the six Military Junior Colleges remaining in the Nation, I was a recruiting operator in both the Junior and Senior ROTC programs. I was not satisfied with my performance in recruiting. In my dealings with other PMS and with higher headquarters, I could tell that my problems were not unique. As the following chart indicates, ROTC enrollment and production declined precipitately during this period and recruiting was a constant concern.¹

<u>ENROLLMENTS</u>				<u>COMMISSIONS</u>	
<u>School Year</u>	<u>4-Yr. Program</u>	<u>2-Yr. Program</u>	<u>Total</u>	<u>Fiscal Year</u>	<u>Total</u>
1969-70	105,115	4,590	109,705	1970	16,581
1970-71	69,770	4,193	73,963	1971	13,970
1971-72	46,879	3,355	50,234	1972	10,573
1972-73	38,879	2,415	41,294	1973	7,251
1973-74	31,549	1,671	33,220	1974	5,367
1974-75	37,702	1,644	39,346		

Junior ROTC enrollment dropped more gradually than Senior ROTC enrollment during 1970-72 and, with the acceptance of female cadets in SY 1972-73, has increased since. Military Institutes and Military Junior Colleges had tough sledding during the period to the extent that declining enrollment forced many into bankruptcy.²

<u>School Year</u>	<u>High Schools</u>	<u>Military Institutes</u>	<u>Military Junior Colleges</u>	<u>Total</u>	<u>Enrollment</u>
1969-70	505	48	9	562	105,497
1970-71	529	48	8	585	99,113
1971-72	547	41	7	595	94,122
1972-73	580	42	6	628	102,298* (7,880)
1973-74	599	41	6	646	110,839* (22,984)
1974-75	604	38	6	648	114,012* (33,438)

*Note Female cadets are shown in parentheses.

My own experience and subsequent study led me to suspect that recruiting for the Army and for the Army ROTC program can be improved through better organization of recruiting in the high schools. This paper will address the problem of secondary school recruiting in terms of current ROTC recruiting responsibilities, recruiting successes and problems, and marketing research methods to identify recruiting prospects.

ROTC RECRUITING RESPONSIBILITIES

Current regulations and directives assign Army ROTC recruiting responsibilities to Department of the Army, US Army Training and Doctrine Command (TRADOC), the four ROTC Regions and to the PMS. The basic document delineating recruiting and other Senior ROTC responsibilities is Army Regulation 145-1, HQ DA dated 15 January 1975. ROTC recruiting and publicity programs are operated at four levels: Nationwide, area, local, and minority group. Nationwide equates to D/A and TRADOC activities; area to the ROTC Regions; local to Senior and Junior ROTC units. The minority group program is an inherent part of each of the other three and is

addressed toward persons whose origins are identifiable with races other than Caucasians and toward economically disadvantaged Caucasians. Stated as a basic principle of the program is "that qualified young men and women ultimately can be enrolled as cadets only through personal contact by PMS and DAI/SAI."³ N. W. Ayer & Son, Incorporated, a well-known national advertising agency, is under contract to advise and assist the Army in the conduct of its national advertising campaign.

Department of the Army. HQ DA provides overall policy guidance related to recruiting and advertising through the DCSPER. The directing document is AR 601-208, Recruiting/Reenlistment Publicity Programs, 15 May 1973 and the aforementioned AR 145-1. Guidance concerning Army information matters is provided by the Chief of Information in accordance with AR 360-5, Army Information, General Policies, 27 Sep 1967. These agencies maintain contact with Civilian Aides to the Secretary of the Army, the Army Advisory Panel on ROTC Affairs, high ranking military and civilian officials within DOD, DA, HEW, and national education and guidance organizations located in the Washington area. One of the more critical responsibilities at HQ DA is to determine the requirements for officers to be commissioned through the ROTC program and establish annual ROTC enrollment objectives.⁴ Within DCSPER the Military Personnel Management Directorate is responsible for the requirement projections. Officer requirement projections four years into the future is less than a precise science even for the active Army. Budget and reorganizational impacts upon the structure and manning levels of the Army are uncertain that far in advance. Also uncertain is the retention rate which will apply within the ROTC program during the four-year period. Retention within the program

varies with such factors as the state of the National economy and job market, actual or impending hostilities and public attitude toward military service. As uncertain as are active Army requirement projections, projections for Reserve Component officer requirements are even more suspect.

DCSPER total officer procurement projections for FY 75-78 provided on 16 April 1974 and reported in Colonel W. P. Snyder's group study were:⁵

Fiscal Year	<u>75</u>	<u>76</u>	<u>77</u>	<u>78</u>
Active Reqmt	4020	4000	4300	5650
Reserve Reqmt	<u>4200</u>	<u>4700</u>	<u>6900</u>	<u>6900</u>
Total	8220	8700	11,200	12,550

During my examination of the officer requirement problem, I have contacted military and civilian personnel at HQ DA, TRADOC, and the National Guard Bureau. In so doing I have discovered wide discrepancies both in the numbers and the approaches used in arriving at the requirement projections. One discovery was that the procurement projections quoted from the Snyder study were requirement projections from Army ROTC only. The total accessions for the active Army during FY 75 was 9,224. The best figures I can obtain from TRADOC and DA sources as current active Army requirement projections from Army ROTC are:

Fiscal Year	<u>75</u>	<u>76</u>	<u>77</u>	<u>78</u>
	4149*	4636	4320	5780

* Actual

The National Guard Bureau forecasts a total accession requirement of 3500 officers in FY 75 and 76 and 3300 per year to FY 80; they predict that their vacancies can be filled with 500 ROTC officers in FY 75 and 300 in FY 76. For the period 77-80 they project a requirement for 100

ROTC officers, but they also project shortfalls of 538, 303, 629, and 764 during those years.⁶ At D/A, DCSPER projects a straight line accession problem of 4140 officers for USAR units based on an officer strength of 23,625. DCSPER projection does not include the professional services and makes no provisions for any initial assignments to the Individual Ready Reserve (IRR).⁷ The USAR portion of the current accession study, however, reflects the following for requirements, ROTC input to USAR and officer shortfalls within USAR units during the period FY 75-80:

Fiscal Year	<u>75</u>	<u>76</u>	<u>77</u>	<u>78</u>	<u>79</u>	<u>80</u>
USAR Reqmt	3500	3500	3300	3300	3300	3300
ROTC Input	747	328	460	180	500	500
Production Shortfall	1253	2172	1957	2181	1831	1696

The same accession study also forecasts the following need from ROTC to overcome USAR shortfall:

Fiscal Year	<u>75</u>	<u>76</u>	<u>77</u>	<u>78</u>	<u>79</u>	<u>80</u>
	0	0	4158	4140	4100	4070

Presumably the study recognizes that the USAR cannot obtain additional officers from ROTC to overcome FY 75 and 76 shortages and expects additional input starting in FY 77. I can't explain the discrepancies between the shortfall and the ROTC requirement figures cited above. I can only state that the figures are as suspect now as when they were examined by Col Snyder's group a year ago. The reserve requirement was apparently ignored by the President's Commission on an All-Volunteer Armed Force, (1970) ROTC status report as reported by LTC Montgomery⁸ and was in turn ignored by LTC Montgomery. A Reserve Component annual need for 4600 to 5800 officers from ROTC was noticed as an additional production requirement

by Col Baxter M. Bullock in October 1973.⁹ Reserve annual requirements of 7 to 11,000 officers were cited by Col H. Boyd Long in August 1974 as an additional ROTC officer requirement which would "be difficult to obtain" in the 1975-79 time frame.¹⁰ I can only add "me too" to the following quote from the Snyder study.

"The study group has made a concerted effort to obtain valid requirements from all management levels throughout the AROTC chain of command...Queries have been made to DOD, Department of the Army Staff and TRADOC in order to determine not only the exact requirements for the USAR and IRR but also information as to how the requirements that are currently being utilized were derived. In every case, personnel that provided USAR and IRR requirements to the study group indicated that the figures were suspect and their validity questioned. Further the study group was unable to acquire a list of current and proposed vacancies in specific units of the Reserve Components."¹¹

To provide an ROTC production requirement projection I would submit the following:

Fiscal Year	<u>Required from ROTC</u>			
	<u>75</u>	<u>76</u>	<u>77</u>	<u>78</u>
Active Army	4149	4636	4320	5780
USAR	2000*	2500*	4618**	4320**
ARNG	500	300	638*	403*
Total	6649	7436	9576	10,503

* Includes Agency estimated ROTC input + Agency estimated shortfall.

**Includes Agency estimated ROTC input + Agency announced ROTC requirement to cover shortfall.

ROTC officer production is a result of both recruiting and retention. Total ROTC enrollment for SY 1974-75 was 39,346, an increase of 18.4% over SY 73-74; officer production in 74-75 was 4606.¹² Preliminary enrollment figures for SY 75-76 indicate a total enrollment of 45,556,

an increase of 15.8%, and officer production of 5,200 is projected. The increase by class for 75-76 is: MS-I + 8%, MS-II + 35%, MS-III + 23%, and MS-IV + 12%.¹³ In the 1973-74 time frame TRADOC considered that 61 MS-I students would translate to 27 MS-II to 19 or 20 MS-III and result in 18-19 officers. Current thinking at TRADOC is that if recent improved retention continues the same number of officers (18 or 19) can be obtained from an input of 48 MSI students. Translating the by class improvement provided by TRADOC into future officer production yields:

Fiscal Year	<u>75</u>	<u>76</u>	<u>77</u>	<u>78</u>	<u>79</u>
	4606*	5200**	6396 (5200+23%)	8634 (6396+35%)	9324 (8634+8%)

* Actual

**Projected by TRADOC

Comparing these figures with the requirements figures indicated above:

Fiscal Year	<u>75</u>	<u>76</u>	<u>77</u>	<u>78</u>
Total Requirement	6649	7436	9576	10503
(Active Army Reqmt)	(4149)	(4636)	(4320)	(5780)
Production Forecast	4606	5200	6396	8634
Shortfall	2043	2236	3180	1869

These shortfalls presumably would be applied to the USAR. At present the shortage is not serious and Department of the Army should not initiate a crash program to make up the shortfall. In the IRR today there are 19,823 officers in the reinforcement control group and 21,418 officers in the annual training control group. DCSPER is at present conducting a study for the Chief of Staff to determine the extent of need for officers in the IRR. Regardless of the outcome of that study IRR officers, particularly from the annual training control group,

could be used to replace critical officer shortages within USAR units. The most important requirement for ROTC is the production of officers for the active Army. The active Army requirement will apparently be satisfied adequately by the current program.

TRADOC. HQ TRADOC is the agency responsible for executing ROTC policy guidance received from HQ DA. TRADOC translates the enrollment objectives received from Department of the Army into enrollment objectives for each ROTC region. TRADOC administers the national information, publicity and recruiting programs to support and assist enrollment efforts. Within TRADOC in the office of the DCS for ROTC are found the N. W. Ayer major account executives who assist Army ROTC publicity and information activities at the national level. Fiscal year 1974 Army ROTC program allocated \$4.028 million for advertising and publicity for the Senior and Junior AROTC programs. The Junior Army ROTC allocation amounted to \$500,000 of this sum. As of 1974 the remainder of the four million plus was allocated \$2.2 million for national advertising and 1.3 million for local advertising. The local advertising budget provided approximately \$2,700 to \$3,500 to each PMS. N. W. Ayer account representatives work closely with the recruiting and publicity division at DCS ROTC TRADOC and also are represented in ROTC Regional headquarters.¹⁵

ROTC Regions. Each of the four ROTC Region Commanders is responsible for the conduct of the area publicity, recruiting and information programs in his region. They are specifically directed:

"CG ROTC--

(1) Develops an annual recruiting advertising and information plan based on instructions in this regulation.

- (2) Conducts recruiting advertising and information programs within the assigned area.
- (3) Provides guidance and support to Senior and Junior ROTC units.
- (4) Requires each Senior and Junior ROTC unit to develop an annual recruiting advertising and information plan.
- (5) Supervises the implementation of the recruiting advertising and information plans and programs of Senior and Junior units.
- (6) Coordinates the resources available and secures the assistance of commanders of posts, camps, and stations in their area in support of ROTC recruiting."¹⁶

As the commanders and the higher headquarters of the PMS/DAI/SAI in their areas the ROTCR are involved and responsible for all aspects of the Junior and Senior ROTC programs in their regions. The responsibilities which most directly affect Senior ROTC recruiting in the high schools are the assignment of recruiting areas of responsibility within the Region, establishment of annual enrollment objectives for their units, allocation of funds to support local and area advertising and allocation of funds for officer and cadet travel to the secondary schools in the area.

Regional performance in recruiting students and producing officers is best illustrated by the computations from the summary figures for SY 73-74 presented below.¹⁷

	Male Stu- dents in ROTC Col- leges	Male ROTC Stu- dents	ROTC Stu- dents/ Students	Officers Scholar- ship	Produced Non- Scholar- ship	Total	Off/Student
Region 1	324,856	9364	2.9%	653	1240	1893	.58%
Region 2	317,806	6318	2.0%	344	846	1190	.37%
Region 3	225,750	7177	3.2%	377	978	1355	.60%
Region 4*	257,065	4312	1.7%	281	648	929	.36%

*Students in Alaska and Hawaii are combined with Region 4 students IAW current organization.

PMS. The PMS of each unit is responsible for administering the local information, publicity, and recruiting programs in an assigned area and is held responsible for achieving enrollment objectives. In recruiting for the basic course, the PMS using locally developed materials, recruiting literature, and other items provided by Region Commanders "...will provide information on the ROTC program to students and guidance counselors at those secondary schools for which they are assigned responsibility."¹⁸ In addition, the PMS is responsible for conducting an intensive recruiting program among the students accepted for enrollment at his institution, to include recruiting efforts prior to the students' arrival on campus and during freshman orientation and enrollment periods. The most significant recruiting goal in the eyes of the PMS is the requirement imposed by AR 145-1 to "produce a minimum annual average of 15 qualified commissioned officers from each 4-year senior division unit...or a minimum annual average of 10 qualified officers from each 2-year senior division unit."¹⁹ The same regulation also establishes minimum acceptable MS-III enrollment figures as 20 for the 4-year program and 15 for the 2-year program.²⁰ The consequences of failure to meet the above criteria are probationary status and eventual withdrawal of the unit.

ROTC RECRUITING SUCCESSES AND PROBLEMS

Successes. The variety of options allowed by the Senior Division Program of Instruction, Army ROTC make it a model of its kind. The intelligent understanding of the problem of the PMS shown by the authors of this POI have provided him the flexibility to design the best program possible for his students, faculty and academic environment. The PMS

has a good program to sell; if he does not, he has the flexibility to change or modify it. The obvious effort by MILPERCEN to assign high quality officers to ROTC instructor duty has also been a plus for ROTC recruiting in recent years.

Another spectacular recruiting success is the excellent management by TRADOC of the 4-year scholarship program and the associated intra-PMS referral program which results primarily from ROTC scholarship inquiries. The attractiveness, timeliness and wide distribution of information concerning the scholarship program consistently attracts students of the highest quality in numbers far exceeding the Army's authorization. In scholarships and, unfortunately, in scholarships alone the Army is talking the coin of the realm of the educator and the guidance counselor whose cooperation and assistance the PMS is expected to elicit. Yet, even in the area of scholarships, the picture is not all bright. During SY 1974-75 there were 3,520 4-year, 1,780 3-year, 1,000 2-year, and 200 1-year scholarships in effect. The only reason that there are less than 4-year scholarships is because somewhere a student relinquished a four-year scholarship. Obviously there will be some legitimate reasons for this; however, as an ROTC manager, I would take a very close look at the program of the PMS who loses many scholarship students for other than cogent reasons.

Problems. The biggest ROTC recruiting problem is the failure of HQ DA and TRADOC to provide the organizational and personnel resources to reach the high school students. HQ DA and TRADOC are improving but they continue to show a propensity to treat ROTC recruiting as a separate

and distinct Army personnel problem rather than a marketing problem to sell the Army as a whole.

The ROTC Regions suffer from the organizational and resource shortages handed down from above and share in some measure the problems of the PMS handed up from below. ROTC manning levels are niggardly, especially so for units with declining enrollments. One regional information bulletin issued in February 1974 announced over the signature of its commander "reduced resources for detachments which did not maintain or increase cadet enrollment" and announced TRADOC manpower reductions in the region to the extent of 24 officers, 47 EM, and 13 civilians.²¹ One region authorized the PMS to "designate one Assistant PMS from within current personnel authorizations, as Recruiting Officer, primary duty" and authorized that one officer the munificent sum of \$25.00 per month "for certain actual and necessary expenses...in the performance of ROTC recruiting duties."²²

Many of the Regions and the PMS high school recruiting problems can be explained by examining the states within the Regions and the distribution of Senior ROTC units within the states:

Regions:	<u>I</u>		<u>II</u>	<u>III</u>	<u>IV</u>	
	CT 3	NJ 5	IL 8	AL 8	AK 1	ND 2
	DC 2	NY 15	IN 5	AR 8	AZ 2	NV 1
	DE 1	PA 23	KY 5	KS 4	CA 9	OR 2
	FL 8	PR 2	MI 9	LA 9	CO 4	SD 3
	GA 8	RI 2	MO 11	MS 5	HI 1	UT 4
	MA 4	SC 6	OH 12	NM 3	IA 2	WA 5
	MD 4	VA 10	TN 9	OK 8	ID 2	WY 1
	ME 1	VT 2	WI 10	TX 9	MN 2	
	NC 7	WV 4			MT 2	
	NH 1				NB 3	
Total	19 - 107		8 - 69	8 - 64	17 - 46	

Note the number of states and consider the size of some of the states with only one or two units. How can the regions fairly apportion recruiting responsibilities to the PMS in these states? How can the PMS fulfill this responsibility?

In my search for current high school recruiting data I have contacted TRADOC and all four ROTC regions and have spoken with the officer in each of the headquarters responsible for supporting the PMS in his recruiting efforts in the high schools. These officers have typically been majors or LTC's in the advertising and information office. AR 145-1 authorizes the Region Commander to use "the services of Reserve officers under existing regulations and policies" referring to Reserve officers not on active duty. I found one region in which Reserve officers had been incorporated in recruiting plans at region level, one region which was aware of the possibility and had delegated implementation to the individual PMS. In two regions and at TRADOC, the officers that I was directed to as being in charge of the high school recruiting programs were unaware or not interested in the possibility of using USAR personnel to assist in recruiting. Only two of the four regions could tell me how many high schools were in their regions (4400 and 4426).

The PMS bears the brunt of the high school recruiting problem, and his problems are especially acute in the states in which there are few Senior ROTC units and wide distances. Region 4, for example, has an average of 96 high schools per Senior unit. Recruiting areas are normally assigned by county within the state in which the PMS is located. The recruiting area assigned may or may not coincide with the geographical region from which the units students are obtained. When it does not,

the PMS still must maintain enrollment at his institution, as discussed previously. It is understandable that the PMS priority of effort would go to the recruiting task which means survival to his unit rather than general recruiting for the benefit of ROTC as a whole.

The SAI/DAI who operate the Junior ROTC programs contribute to recruiting for Senior ROTC primarily by providing the PMS easy access to their students and a friendly point of contact in schools where they are located. The SAI/DAI bears the cross of recruiting for the Junior program to the extent that he can provide little direct recruiting help to the PMS other than among his own students. Junior ROTC units frequently provide a more fertile field for enlisted recruiting than for officer recruiting.

ATTITUDE RESEARCH

The following statistics were extracted from an attitude survey conducted by N. W. Ayer Company in 1971²³ and from a parallel survey conducted by my ROTC unit among high school students in my recruiting area in Missouri in 1973.

	Ayer 1971		Missouri 1973			
	College	High School	Male	Female	Jr ROTC	Total
	%	%	Non ROTC %	Non ROTC %	Male %	
Patriots	2	11	15.6	14.7	40	19.4
Rational Thinkers	27	40	55.6	38.9	30	43.8
Wishful Thinkers	34	31	15.6	43.2	15	27.1
Antimilitary	37	18	13.3	3.2	15	9.7

Significant features of the above figures as far as ROTC recruiting is concerned are:

1. There are at least five times more prime military recruiting prospects (Patriots) among high school students than among non-ROTC college students.

2. Both the Ayer and the Missouri studies were able to categorize students according to their attitude toward military service: Ayer through individual and group interviews, Missouri through the following sorting question on a written questionnaire.

"Which of the following statements best expresses your attitude toward military service?

- A. I feel that I have a distinct obligation to serve my country. I feel duty bound to satisfy my military obligation. I would consider making the military my career.
- B. I will serve if called upon to do so; however, I will shop for the safest means of service and will look for the commitment which represents the best overall deal for me.
- C. I have not thought about or planned for military service. I don't think that the question will ever arise for me.
- D. I would avoid military service by all legal means."

The payoff for Army ROTC recruiting in the high schools lies in the answer to whether or not the student would enroll in ROTC and, if so, which program. A detailed examination of responses to these two questions follows:

	<u>Patriot</u>		<u>Rational</u>		<u>Wishful</u>		<u>Anti</u>		<u>Total</u>	
	<u>%</u>		<u>Thinker</u>		<u>Thinker</u>		<u>Military</u>		<u>%</u>	
	<u>Ayer</u>	<u>Mo</u>	<u>Ayer</u>	<u>Mo</u>	<u>Ayer</u>	<u>Mo</u>	<u>Ayer</u>	<u>Mo</u>	<u>Ayer</u>	<u>Mo</u>
Will enroll	30	55	15	14	6	8	1	0	12	19
Maybe	33	27	32	38	26	34	7	15	25	33
Will not enroll	37	18	53	47	68	58	92	85	63	48

Service preference:

Army	17	39	22	52	18	38	7	16	17	42
Navy	43	17	39	20	38	26	48	42	41	23
Air Force	40	32	39	24	42	24	34	37	39	27
USMC	NA	12	NA	4	NA	12	NA	5	NA	8
No Choice	0	NA	0	NA	2	NA	11	NA	3	NA

The joint probability implications of the above figures are significant. Multiplying the percent of a category by the percent of the category who said they would take ROTC by the percent who said they preferred the Army program produces the joint probability percentage of AROTC prospects. Applying the results obtained for Patriots and Rational Thinkers to the SY 73-74 high school senior population (4,185,371)²⁴ and the SY 73-74 male population at colleges which offer Army ROTC (1,125,477)²⁵ you obtain:

	<u>Ayer</u>		<u>Missouri</u>	
	<u>High School Seniors</u>	<u>Male Students in AROTC Colleges</u>	<u>High School Seniors</u>	<u>Male Students in AROTC Colleges</u>
Patriots	23,479	6,313	140,050	37,660
Rational Thinkers	<u>37,291</u>	<u>10,028</u>	<u>169,410</u>	<u>45,555</u>
Total	60,770	16,341	309,460	83,215

Whether the Ayer figures or the Missouri figures are closer to the actual figures is immaterial to our purpose here. Both studies indicate clearly that the ROTC recruiting market segment can be identified. Both also indicate that high school students in numbers far in excess of the Army's need are favorably inclined if not predisposed toward Army ROTC. This is particularly true when you consider that the prospects computed above do not include any Army Junior ROTC students or take into account ROTC cross enrollment possibilities. Ayer attributes the significant drop in the number of Patriots among non-ROTC college students to most of them being in ROTC programs.²⁶ While this may be true in part I believe that, Patriot or not in high school, unless the student has been thoroughly proselyted prior to his arrival on the college campus for registration the probability of his signing up for ROTC is slight.

A December 1974 attitude research study was conducted by Virginia Polytechnic Institute for N. W. Ayer. The study results are formulated on student attitudes toward career goals rather than military service and appear to measure ROTC advertising effectiveness more than anything else. The VPI study identifies "collegiate" (type 2) and "academic-professional" (type 3) students as the most profitable ROTC recruiting prospects. Weighted questionnaire responses were used to determine an "accessibility scale" to forecast propensity for enrolling in ROTC and a "desirability scale" to measure the degree to which the Army would theoretically want the student. The VPI study types 2 and 3 comprised 67% of the high school sample. Applying the VPI measures of accessibility and desirability to the SY 73-74 high school and male college population at Army ROTC colleges computes 991 thousand ROTC prospects in the high schools and 266 thousand prospects in Army ROTC colleges.

CONCLUSIONS

Officer requirements are not computed on a sufficiently timely or accurate basis to provide enrollment and production objectives to ROTC. This is especially true in the case of USAR requirement projections.

In many cases the PMS does not now have the resources to accomplish both on campus and secondary school recruiting missions effectively. This is particularly prevalent in areas where there are few Senior ROTC units. When enrollment falls below prerequisite numbers, the PMS will concentrate recruiting efforts in the area that most benefits his unit rather than the ROTC program as a whole.

When concerned with enrollment and production quotas the PMS is tempted to sacrifice quality for quantity. Although significant increases in ROTC enrollment are not needed to reach production requirements, a broader based recruiting effort would allow greater selectivity in accepting cadets, particularly in the ROTC Advance Course. The potential exists to attract more ROTC students from the secondary schools than are needed to satisfy officer production requirements. If more applicants are obtained than are needed, qualitative controls can be applied which will enhance the prestige of the ROTC program in the colleges and produce better officers.

The potential exists for personnel with limited detailed knowledge of the Army ROTC program to identify and categorize student attitude toward military service either through a questionnaire or through personal interview. Such identification would enable the ROTC recruiting effort to concentrate on a smaller, more profitable target audience.

RECOMMENDATIONS

Until such time as a reliable mechanism is constructed to project officer requirements four years into the future, I recommend that a constant ROTC enrollment goal be set at 60,000. Officer requirement projections can be reduced from a four-year projection to a two-year projection, and officer production output could be controlled as desired by regulating the numbers and quality of MS-II students allowed to advance to MS-III and/or contract status. Using TRADOC 1973-74 retention figures and a constant enrollment of 60,000, a freshmen input of 29,040 would

produce 8,810 officers annually. If the TRADOC 1975-76 retention figures prove valid, an input of 25,490 MS-I's would produce 9,820 officers annually.

I recommend that DCSPER, OCAR, and NGB jointly plan and establish policy and guidance to facilitate the use of Reserve Component officers in the ROTC recruiting program. TRADOC and FORSCOM should act on DA guidance and provide policy and organizational assistance at the national level. The ROTC Regions, Army Readiness Regions, ARCOMs and MUSARCs should cooperate to effect guidance and implementation at the regional level. They should identify and select qualified USAR or National Guard personnel and make them available to the PMS to assist in local recruiting in secondary schools. I believe that sufficient Reserve Component, especially USAR, personnel are available to assist in this effort for retirement point credit. I also believe that sufficient Reserve Component personnel are involved and interested in secondary education in their civilian capacities to become effective in ROTC recruiting.



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FOOTNOTES

1. US Department of the Army, Headquarters US Army Training and Doctrine Command, Fort Monroe, Va., Army ROTC - Facts, RPI 664A, 1 May 1975, p. 4.

2. Ibid, p. 7.

3. US Department of the Army, TRADOC Regulation No. 145-6, Reserve Officers Training Corps, Army ROTC Recruiting Publicity, 1 July 1973, para 2-1, p. 5 (hereafter referred to as "TRADOC Reg 145-6").

4. US Department of the Army, Army Regulations 145-1, para 2-34, pp. 2-11 (hereafter referred to as "AR 145-1").

5. William P. Snyder, Col, et al, The Future of Army ROTC, p. 20.

6. Statement by National Guard Bureau, NGB-ART-0 staff officer, telephonic interview, 9 September 1975.

7. Statement by HQ DA, DAPE-MOP-S staff officer, telephonic interview, 9 September 1975.

8. James R. Montgomery, LTC, Lost Opportunity: Army ROTC, p. 5.

9. Baxter M. Bullock, Col, A White House Conference on ROTC, p. 12.

10. H. Boyd Long, Col, Is ROTC the Answer for Future Officer Production?, p. 9.

11. Snyder, pp. 28-29.

12. Statement by HQ ROTC Region III staff officer, telephonic interview, 8 September 1975.

13. Statement by HQ TRADOC DCS ROTC staff officer, telephonic interview, 9 September 1975.

14. Information provided ROTC DIVISION ODCSPER, DA, 6 May 1974.

15. Snyder, p. 97.

16. TRADOC Reg 145-6, para 2-6d, p. 10.

17. TRADOC, Closing Enrollment Report School Year 1973-1974, p. 25.

18. AR 145-1, para 2-35a, pp. 2-11.

19. Ibid, para 2-5, pp. 2-3.

20. AR 145-1, para 2-13(1) & (2), pp. 2-5.
21. HQ 2d ROTC Region, Information Bulletin 1-74, February 1974, p. 1.
22. HQ US Army Second ROTC Region, 2 ROTC Region Suppl 1 to TRADOC Reg 145-6, 14 November 1973, Appendix N, p. 23.
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24. HQ 2d ROTC Region, Information Bulletin 1-74, February 1974, p. 6.
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26. N. W. Ayer, An Investigation of ROTC, March 1972, p. 7.

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